



STATE OF MONTANA DEPARTMENT OF REVENUE JOB PROFILE

Working Title

Property Assessment Division Deputy Administrator

Job Code Title

Operations Manager V

Pay Band

7e

Job Code Number

111217

Property Assessment Division

Central Office

Fair Labor Standards Act

Exempt

The Montana Department of Revenue administers more than 30 state taxes and fees; establishes values for taxable property, including agricultural land, residential real estate, commercial real estate, forest land, business equipment, railroads and public utilities; supervises the operation of the state liquor stores and agencies and administers the laws governing the sale, taxation, and licensing of alcoholic beverages; and returns unclaimed property to its rightful owners.

The Property Assessment Division is responsible for administering Montana's property tax laws, including the valuation and assessment of real and personal property throughout the state for property tax purposes. The division is responsible for ensuring that all classes of property in the state are valued uniformly and equally throughout the state. The work of the division is critical to the operation of local governments, since the resulting valuation is used annually to fund important services provided by local government, including public schools, law enforcement, fire protection, road and bridge construction and maintenance, transportation, weed control, and public assistance. The functions of the division are performed by staff statewide in four regions with offices in each of the 56 counties and the Management Analysis Bureau and Central Office located in Helena. The Central Office oversees the daily management of the division and consists of the administrator, deputy division administrator, management officer, and division support staff.

Job Responsibilities

The Property Assessment Deputy Administrator is responsible for planning, developing, and directing management analysis programs; management and oversight of the division's computer system (ORION); and managing program staff. Responsibilities include ensuring division key operational measures are consistent and recommending overall operational policies and measures for the division. The incumbent provides guidance, technical assistance, and training; interprets state and federal laws, statutes, rules and regulations for assigned staff, other agencies, and the public; and is responsible for management, leadership, and direct supervision of assigned staff. The position reports to the division administrator.

- **Management Analysis Program Administration 40%**

The incumbent works with the division administrator to plan, direct, and coordinate management analysis programs.

1. Reviews and analyzes division activities and data to assist the division administrator in planning, managing resources, and developing public policy. Leads the technical planning efforts of the division related to appraising property and assessing property taxes. Provides technical expertise in designing information management systems to better manage these processes.

2. Assists in developing and enhancing information systems and computer applications to meet the division's business needs by analyzing business rules and practices that may cross interagency lines of authority and preparing recommendations. Identifies potential technological impact.
3. Develops operational strategies, plans, policies, and procedures for the development, enhancement, and maintenance of division information technology systems to ensure communication and access to information for division employees. Leads the technology planning efforts of the division.
4. Responsible to division administrator for evaluating and recommending technical development of information systems. Has primary responsibility for project management, systems analysis, systems design, maintenance, data quality, technical assistance, and problem resolution relative to division computer applications, databases, etc.
5. Develops effective working relationships with the department's IT Bureau, other department staff, and PAD Division staff.
6. Develops and directs programs to meet information technology goals and objectives of the division. Uses established fact-finding procedures; knowledge of pertinent work processes and procedures; and familiarity with related programming practices, system software, and computer equipment to provide required analysis of business problems. Advises division administrator on policy and procedures for developing and operating information technology functions.
7. Provides technical guidance and work direction/delegation to assigned staff. Leads projects and project teams to define and document testing needs, system integrity, business requirements, monitors resources and costs, and defines and documents quality assurance processes.
8. Develops competency and maintains expertise in division projects and systems. Conducts assessments of division operations with regard to the potential for automation. Translates business requirements into system solutions. Communicates on both a technical and project management level. Represents division in technical discussions and decision meetings.
9. Participates in product design reviews to provide input on functional requirements, product designs, schedules, or potential problems.

- **Division Administration 25%**

The incumbent works with the division administrator to formulate short-term and long-term goals and objectives to establish the overall vision and direction for the division. The work includes interpreting, and applying laws and regulations; identifying and allocating resources; planning, implementing, and evaluating the achievement of goals, objectives, and work plans.

1. Participates in the formulation of department policy to address issues arising in division operations by leading long-range planning efforts; anticipating future process needs; and generating solutions to issues and challenges facing the department. Identifies the parameters of the issue or challenge; evaluates and integrates data from a wide range of sources; and recommends options for resolution.
2. Identifies division priorities to ensure consistency with department mission and goals. Researches issues affecting processes. Develops policies on major issues affecting division operations and resources in collaboration with the division administrator and regional managers.
3. Establishes division performance measurements to ensure quality and effectiveness in achieving goals and objectives. Tracks the division's performance to ensure the measures are met. Provides effective measures of essential functions. Uses the results of performance measurement to update the division administrator on needs and changes in the division. Advises the administrator in planning, development, and implementation of program strategies.
4. Provides consistent oversight regarding implementation of division goals and objectives ensuring consistency with issues facing the different regions. Identifies implementation strategies for goals, policies and guidelines, performance standards, and outcomes for division programs.
5. Assesses the effectiveness and efficiency of division programs and the impact of changes in those programs to determine if practices or policies need revision. Analyzes and evaluates current business processes and division policies and their relationships to other governmental entities and the private sector.

6. Reviews allocations and expenditures in the division budget in terms of accomplishing division objectives. Resolves major issues in program compliance and performance.
7. Monitors the status of division programs. Takes required action to ensure goals are met. Performs management reviews of division operations and implements identified changes or improvements. Works with staff to identify service gaps and approves. Directs the development of required services and programs.
8. Negotiates resolutions to issues or problems between division staff or determines steps required to resolve the conflict or problem.
9. Builds long-term internal and external relationships with other department divisions, local governments, taxpayers, and community groups. Formulates and communicates the division's position. Negotiates and resolves issues between the division and its customers. Determines appropriate method to resolve a dispute or negotiates a fair and mutually acceptable solution.
10. Gathers, organizes, digests, and presents information on division activities such as reappraisal and assessment information for review by division administrator, department deputy director and director, and the legislature to facilitate decision making and policy development by the executive and legislative branches. Reviews, analyzes, and formulates recommendations for legislation and federal administrative rule changes. Interprets division policies, positions, and programs for the media, local governments, legislators and the executive branch. Represents the division's focus in meetings and negotiations with local governments, tribal governments, federal land management agencies, other state agencies, and private concerns.
11. Works extensively with legislators and the public on property tax issues to formulate and present departmental legislation. Develops proposals for policies, rules, and regulations related to property tax issues by working with legislators and the public. This includes:
 - a. Testifying before legislative committees and at administrative rule hearings.
 - b. Providing analysis of the impacts of comprehensive major tax reform proposals, including analysis of relationship with guiding principles of taxation and strategic revenue policies.
 - c. Providing fiscal impact analysis on proposed constitutional initiatives.
 - d. Providing the fiscal impact and administrative costs of proposed legislation (fiscal notes).
 - e. Preparing and presenting papers at legislative hearings and interim committees.
 - f. Addressing organizations and conventions on property tax issues.

• **Staff Leadership, Management and Supervision 25%**

The incumbent is responsible for leading staff and delegating the management of division programs to subordinate managers appropriately. The deputy division administrator monitors the progress of work plans, goals, and objectives of the division; ensures they are in line with the department's goals and priorities; and makes adjustments as needed. Supervision and development of staff is imperative to a manager's success.

Staff Leadership

1. Creates and maintains a high performance environment characterized by enthusiastic and positive leadership, direction, and a strong team orientation. Motivates employees to accomplish numerous division goals and objectives. Coordinates performance measures with staff. Encourages the development of new techniques or solutions to problems and assists with the resolution.
2. Provides leadership and mentoring opportunities to direct and coordinate the activities of staff through subordinate managers to ensure efficient operations and increase productivity including implementing and monitoring corrective action plans to solve problems.
3. Readily adapts to changes in existing operations, programs, services, activities, and functions. Makes recommendations. Takes necessary action to implement or accommodate changes. Maintains a positive attitude in communication to staff even when difficult changes arise.
4. Maintains an atmosphere of safety within the division. Ensures adequate training for all staff in proper lifting techniques, sensible ergonomic practices, and work-specific safety opportunities.

5. Makes and accepts responsibility for decisions necessary to carry out the division's mission.
6. Accepts direction and feedback from supervisors and follows through appropriately.
7. Provides appropriate direction and feedback to subordinate supervisors. Ensures that delegated responsibilities are carried out and delegated authority is used appropriately.

Management

1. Conducts strategic planning in coordination with the administrator to develop and establish short and long-range plans. Participates in development of viable goals and objectives consistent with agency priorities.
2. Develops programs, policies, and procedures to assure the citizens of Montana that the department operates in accordance with the highest standard of integrity and ethics.
3. Evaluates state and national standards; new trends and technologies; division needs; and other factors to integrate requirements and resources into program plans.
4. Establishes and approves overall responsibilities, organizational structures, work activities, work plans, deadlines, and priorities. Evaluates workflow processes, efficiencies, and problems to identify the most effective use of staff and material resources to meet goals and objectives. Appropriately allocates resources to accomplish assigned work by coordinating with other work units and programs and adjusting subordinate assignments as needed. Considers pertinent factors such as available resources, staff ability, timelines, and work load. Identifies the need for additional staff or resources while maintaining fiscal responsibility.
5. Plans, schedules, and assigns special projects. Initiates adjustments to reflect changes in overall division and agency goals, operations, and relationships to departmental divisions.
6. Monitors compliance with established operational policies and procedures and achievement of division and department goals through consultation and regular meetings with subordinate supervisors; personal review of program and project management activities; and through discussions with other department staff and management. Disseminates data and promotes information exchange for support and advancement of department mission and goals. Uses input from the staff to guide program responsibilities.
7. Recommends program budgets for staff and equipment. Reviews allocations, project plans and objectives, and expenditures.
8. Identifies information needs and develops reports, information systems, spreadsheets, and other tracking methods to monitor program status, work progress, division performance, and individual performance. Uses data to identify areas of concern, strengths, and weaknesses. Provides analysis and recommends solutions to department management to resolve problems. Oversees quality control of information and sources.
9. Prepares correspondence in response to requests or inquiries. Ensures that necessary reports, correspondence, documentation, administrative actions, files, and records are correctly prepared, completed, maintained, and processed in accordance with applicable guidelines and time frames. Ensures the all areas of the division follows department expectations regarding disclosure and employee confidentiality.

Supervision

1. Recruits and hires employees. Interviews applicants and makes appropriate selection recommendations according to applicable laws, rules, policies, procedures, and guidelines. Ensures proper training and orientation of new employees.
2. Establishes criteria for acceptable work behavior and performance. Promotes workplace efficiency and productivity by educating, mentoring, coaching, and correcting employee behavior. Encourages exceptional performance and improvement in areas of individual weakness. Develops and monitors corrective actions.
3. Appropriately reviews, recommends, and initiates personnel actions according to applicable policies, procedures, and guidelines. Carefully considers options available. Works with Human Resources to take appropriate disciplinary action as needed. Enforces disciplinary policies.

4. Recognizes and promptly resolves internal and external issues. Mediates personnel issues in a very timely manner.
 5. Completes employee performance reviews. Defines goals and required results at the beginning of the performance review period. Communicates on a very regular basis with staff on progress toward those goals and results.
 6. Determines the training needs of staff through analysis of program effectiveness, new technology and policies, and staff performance. Ensures consistency in the application of training opportunities for all staff. Develops and enhances on-the-job training opportunities to ensure staff is provided the needed training to fulfill their job duties including cross-training opportunities. Provides necessary information and tools to staff to complete any new tasks and duties
 7. Communicates policy and procedures clearly and effectively in order to obtain desired results. Ensures staff adhere to rules, policies, procedures, and collective bargaining agreements.
 8. Monitors and approves staff leave usage while ensuring adequate coverage is maintained.
 9. Upholds and promotes the department's conviction to customer service throughout agency contacts as well as in communication with taxpayers. Staff is held accountable for providing the highest level of customer service to all those that they come into contact with.
- **Other Duties as Assigned 10%**
 1. Performs other duties as assigned by the division administrator.
 2. Acts for the division administrator as assigned, managing major operational changes and responding to emergencies.
 3. Responding to changes in the division will occupy a significant amount of work time in this position.

Job Requirements

To perform successfully as a deputy division administrator, the incumbent must be self-motivated; possess a strong work ethic; maintain a positive attitude; and enjoy working with, and for, the public. Strong communication skills and the ability to communicate effectively and respectfully are required. The incumbent is required to analyze complex issues; identify others' underlying concerns and motives; deal with controversy and hostility in a professional and objective manner; establish effective relationships with others; and work effectively under pressure. Seasoned judgment in decision making is necessary since the work is performed with minimal guidance and within broad guidelines. It is essential that the incumbent has the ability to work independently but also as part of a team; maintain a high performance team; make sound decisions and be accountable for them; generate innovative ideas; and have personal initiative. The incumbent is expected to apply critical thinking skills; be a problem solver with the ability to identify and resolve tactical and strategic issues before they become problematic; resolve operational issues; elevate matters as necessary; recommend solutions; and effectively implement division changes and management directives. This position works with highly confidential financial and tax information and is required to maintain the highest level of confidentiality regarding all information acquired or used in performing this job.

This position requires knowledge of information technology; structured information systems and analysis; database analysis and development tools; relational mapping software and tools; business analysis; various programming languages; reporting analysis and design; software implementation; and data collection, analysis, and reporting techniques. Additionally, the incumbent must have knowledge applicable state and federal regulations, statutes, and policies; public administration and management including strategic planning; project management; principles and methods of work planning; performance management including setting goals, objectives, and measures; operational and program planning; quality assurance methods; organizational development; resource allocation; leadership techniques; governmental organizational structure, accounting, and budgeting; and legislative and administrative rule processes and guidelines. The work also requires knowledge of compliance requirements and practices; customer service standards; business communications; records management; state and federal funding

requirements; agency policies, procedures, and guidelines; supervisory principles and practices; department and state personnel policies, procedures, and precedents; and employment law.

- The minimum level of education and job-related work experience needed as a new employee **on the first day** of work is a bachelor's degree in computer science, information technology, business, public administration, or related field and six years of job-related work experience including three years of senior-level management experience.
 - Work should include managerial experience in a sizeable organization, managing programs, and budgeting. Experience should also include a strong background in information technology; structured information systems and analysis; and/or database tools and analysis.
 - Experience in property taxation or directly related field is preferred.
 - Other combinations of education and experience will be evaluated on an individual basis.

Department Core Values

- **Respect:** As a representative of the people of Montana, proceeds with the highest level of respect for the dignity of every person contacted through work. Without exception, all people are treated as equally as possible. The employee is a faithful steward of the resources provided to this agency by the citizens of Montana.
- **Integrity:** Conducts work honestly and makes decisions that establish a clear record that the department serves the public with integrity. Apologizes for mistakes and gives credit to others for their cooperation, work, and ideas in achieving positive results. Accountable for their actions and holds others accountable for theirs. Decisions and judgments achieve equity and justice for all parties involved including citizens and co-workers.
- **Productivity:** Consistently strives to minimize the waste of the department's financial, facilities, and human resources. Diligently works to improve the productivity and effectiveness of the work unit. Welcomes and encourages new ideas on improving the results of the department from the public, other officials, colleagues, and supervisors. Approaches work in a manner that builds goodwill, trust, and cooperation internally with other staff and externally with the public.
- **Teamwork:** Maximizes cooperation and teamwork when working with other employees, divisions, and other state agencies. Willing to work with others for the opportunity to learn from their ideas, talents, and knowledge. Seeks to resolve conflicts with other employees and work units in an open and respectful manner that reinforces teamwork. Celebrates the successes of others.

Working Conditions

This position has considerable mental stress and pressure due to supervisory issues; workload; conflicting, multiple priorities; critical projects with hard deadlines; time constraints; significance of decisions made; the challenging nature of contacts with taxpayers, elected officials, etc.; and coordination of division functions. At times, the incumbent will deal with angry, hostile, and difficult individuals to resolve concerns or to bring about compliance with regulations. This may cause stressful work conditions and a high degree of mental stress. As a Department of Revenue employee, the incumbent may come into contact with highly confidential financial and tax information and is required to maintain the highest level of confidentiality regarding all information acquired or used in performing this job. Work hours routinely exceed 40 hours per week, which may include working evenings and weekends, especially leading up to and during legislative sessions. May involve minimal travel therefore a valid Montana driver's license is required. This position requires considerable computer and keyboard use. The incumbent may spend considerable time on the phone. Lifting is infrequent, less than 15 pounds and includes carrying light items such as papers and books. This job requires regular attendance as scheduled by the supervisor. This job cannot be performed at an alternate work site.

Special requirements

- Background Examination: Applicants for this position will be subject to a criminal background review before being considered for employment. Individual circumstances involving a criminal conviction will be reviewed to determine an applicant's eligibility for employment.
- Compliance with All Appropriate Montana Tax Laws: An employee's tax status must be current.

This job profile was produced by the Office of Human Resources in conjunction with the appropriate managers.

Department Director Review: The statements in this job profile are accurate and complete.

Signature: Cynthia Monteau Moore Date: August 2010

Human Resource Director Review: The Office of Human Resources has reviewed this job profile.

Signature: JeanAnn Scheuer, Human Resources Director Date: August 2010

Employee: My signature below indicates I have read this job profile and discussed it with my supervisor.

Signature: _____ Date: _____

Name (print): _____